

Around the Department: Career Advancement

Team Leadership Program

The Department is seeking applicants for its next Team Leadership Development Program—a one-year, in-service training that prepares exceptional employees to become team leaders as federal managers and executives. The program, which begins on October 27, is open to career and career-conditional full-time permanent employees of Interior at the GS/GM 11-14 grade levels (or equivalent grades in non-GS pay plans) who have demonstrated significant team leadership or management potential.

Successful graduates will be awarded a three-year certificate allowing them a one-grade, non-competitive promotion to any position for which they are technically qualified. A promotion upon graduation is not guaranteed and is not part of the program.

Admission to the program will be determined under Merit Promotion Plan procedures and an evaluation of information required from each applicant. Application packages that are received after the closing date or that are incomplete will not be considered. The application period closes on June 30.

The goal of the program is to provide participants with the knowledge, skills, and abilities to become successful team leaders and assume managerial or executive positions in the Department. Understanding the varied roles of the bureaus and offices and how these interconnect and support Interior's overall mission is emphasized. Participants must be willing to accept short-term assignments which may require them to work in different organizations and locales.

The program offers a combination of residential sessions and intensive skill building and developmental activities. It emphasizes public administration values in six content areas: Leadership, Change Management, Work Force Diversity, Teams, Natural Resources Conservation, and Individual and Team Assignments.

Each participant is required to design an Individual Development Plan that serves as the blueprint for the participant's development throughout the program. Participants are assessed with tests such as the Leadership Effectiveness Inventory. The training will be conducted by the Fish and Wildlife Service's National Conservation Training Center.

Participants are required to have a career senior manager or Senior Executive Service member as a mentor in an advisory capacity during the program, must complete two developmental work assignments (30 and 60 days) away from their position of record, and will be assigned to work groups. Some activities may continue into the evening hours. At the final seminar, each participant must make a presentation on the management issue assigned to his or her team.

The tuition for the program (\$4,900 per participant) will be paid from the Departmental Working Capital Fund (up to a total of 45 participants). However, all other expenses (including travel, per diem, and incidental costs) will be paid by the sponsoring bureau, office, or program area.

For information on applying, call (202) 208-4741. The AVADS Announcement Number is OSTR-97-2. This announcement may be down loaded from the World Wide Web at: http://www.doi.gov/doi_empl.html

Mail Applications to: U. S. Department of the Interior, ATTN: TLP, 1849 C Street, NW, Washington, D.C. 20240.

Looking for Tomorrow's Leaders



The Department is an Equal Opportunity Employer. All applicants will be considered regardless of race, sex, age, color, national origin, religion, marital status, or disability. All qualified men and women are encouraged to apply.

The Senior Executive Service Candidate Development Program

The Department is seeking applicants for the Senior Executive Service Candidate Development Program, which accepts employees at the GS/GM-14/15 levels or equivalent, from all sources, nationwide. Qualified minorities, women, and the disabled are encouraged to apply. Application packets must be submitted by June 30, 1997.

The 1997-98 program will provide intensive developmental experiences for about 15 candidates who have high potential for assuming executive responsibilities in the Senior Executive Service (SES). This 12-month program will include formal courses and seminars, as well as developmental assignments. Recent surveys of executive positions suggest that a significant number of incumbent SES members will be eligible to retire in the near future. The Department will, therefore, need a number of certified graduates of this program in the next two years to supplement the existing cadre.

The training aims to develop each candidate's competencies necessary for performance in SES positions; orient candidates to the structure, programs, and operation of the Department at executive levels; and prepare candidates for Office of Personnel Management certification for non-competitive appointment to the SES.

Applicants will be evaluated by the degree to which they possess the potential to acquire the five SES Executive Core Qualifications—strategic vision; human resources management; program development and evaluation; resources planning and management; and organizational representation and liaison. Mastery of these core qualifications is the focus of the program.

Screening panels will rank the applicants and refer the most qualified to Interior's Executive Resources Board for final review. Current employers may be asked for recommendations on the finalists' executive potential. The most qualified applicants are invited to participate in an assessment process that is tentatively scheduled for September 2-22, 1997. The Executive Resources Board will make the final selection by early October.

With the aid of mentors (SES members), candidates design Individual Development Plans, tailored to their needs in mastering executive competencies. Candidates are expected to accept temporary assignments which may require working in different organizations, jobs and/or locales. Placement in an SES position may require permanent relocation.

The minimum required activities are:
Developmental Assignments—Successful completion of at least two assignments outside the candidate's bureau or office over four months;
Interagency Executive-Level Training—A 2-week program from a variety of public and private sources; and **Departmental Core Seminars**—A series of three 1-week seminars to be arranged in residential locations around the country, dealing with managerial and executive skills as they are practiced at Interior. Additional activities will be based on the results of candidates' initial assessment and counseling by Office of Personnel staff.

The initial application process requires several documents, including performance appraisals, a Program Application, and Applicant Background Survey. For an application packet and information about how to apply for the program, contact **Allen Naranjo** at (202) 208-7618. This announcement, No: OSTR-97-1, closes June 30, 1997.

Interpreting Edison's Legacy

The National Park Service will mark this year's 150th anniversary of the birth of **Thomas Alva Edison** with a series of lectures, films, and concerts, as well as host a national conference on interpreting Edison's legacy.

With 1,093 U.S. patents to his credit, Edison was one of America's most prolific inventors, developing not only the phonograph, the incandescent lamp, and motion pictures, but also improvements on the telegraph, the telephone, and the nickel-iron-alkaline storage battery. Edison's laboratories at Menlo Park and West Orange, New Jersey, equipped to turn out new inventions on a regular basis, were forerunners of the modern industrial research and development lab.

Today, the National Park Service preserves the West Orange laboratory and Glenmont, the Edison family's nearby estate, as Edison National Historic Site, which will host the sesquicentennial special events. **David Hounshell** of Carnegie-Mellon University and **Donald Kelly** of the U.S. Patent Office are featured speakers at the lectures on invention and innovation; the concerts on the Glenmont grounds spotlight soprano **Theresa Santiago**, the **Arbor Chamber Music Society**, the **Allentown Band**, and the **Garden State Concert Band**; the **Edison Media Arts Consortium** is sponsoring the film series.

A highlight of the year will be the three-day academic conference, Interpreting Edison, which is co-sponsored by the **Organization of American Historians**, the **New Jersey Studies Academic Alliance**, and the **Charles Edison Fund**. The June 25-27 conference will be held on the campus of Rutgers University/Newark and at Edison National Historic Site in West Orange.

Scholars from the United States, Canada, and Europe will present their latest research on Edison's role as inventor, business leader, and cultural figure. Representatives of five major Edison-related museums in the United States will discuss their interpretive and curatorial programs. In addition, a series of workshops will help teachers integrate science and technology into the history curriculum.

In the opening session of the conference, noted scholars **David Nye**, **Ruth S. Cowan**, **Thomas Schlereth**, **John M. Staudenmaier**, and **Alan Trachtenberg** will offer their insights on Edison's place in American history. Other highlights include a live virtual tour of Edison's Menlo Park laboratory reconstructed at the Henry Ford Museum in Dearborn, Michigan, and a demonstration of early motion pictures available through the Internet from the Library of Congress.

The conference will also include a lunch on the grounds of Glenmont, a tour of the West Orange laboratory, and a banquet featuring family reminiscences by **David Edison Sloane** of the University of New Haven, a great-grandson of the inventor.



At left, Thomas A. Edison, shown in the West Orange, New Jersey, Physics Laboratory in the 1890s, holds an "Edison Effect" bulb, a forerunner of the vacuum tube. Edison was not only a prolific inventor but also a pioneer of the modern industrial research and development center. His West Orange lab, geared to turn out inventions on a regular basis, is shown at top. NPS photos

The conference comes at an opportune time for the exploration of new research on Edison. For the past decade, the National Park Service has been making a strong effort to catalog and preserve the extensive artifact and archival collection at Edison National Historic Site. The artifact collection of more than 400,000 objects includes Edison products, experimental apparatus, machine tools, and laboratory furnishings.

The archival collection—about five million documents—includes business records of the many companies Edison established to market his products, laboratory notebooks, advertising materials, employee records, and family papers, as well as 60,000 photographs and 35,000 sound recordings. Largely processed and available for use by researchers, these materials contain a wealth of information on business, technology, and popular culture during the late 19th and early 20th centuries. The conference affords an excellent opportunity to discover what scholars have learned from their explorations in the archives and to propose avenues for future study.

For more information about sesquicentennial events, write Edison National Historic Site, Main Street and Lakeside Avenue, West Orange, NJ 07052, or telephone (201) 736-0550, ext. 97. For information on the Interpreting Edison conference, including the conference program and registration form, write **Leonard DeGraaf** at the above address, or call (201) 736-0550, ext. 22. Information about the site, its collections, and special programs can be obtained from the Edison NHS website at: <http://www.nps.gov/edis>.

Presidio Trust Appointed

President Clinton has named his appointees to the Presidio Trust—a public corporation with a seven-member board of directors that is charged with making the national park unit and former U.S. Army base financially self-sustaining.



John Garamendi

Deputy Secretary John Garamendi will represent the Secretary on the trust board; other appointees

include **Donald Fisher**, chairman of the Gap, Inc., and former U.S. EPA administrator **William Reilly**.

The board, announced by Vice-President Al Gore in Washington on April 18, also includes **Toby Rosenblatt**, a San Francisco businessman, **Ed Blakely**, a University of California planning expert, and **Ann Meyer**, co-chairman of the People for Golden Gate National Recreation Area. Meyer helped win the legislation 25 years ago that ultimately led to the Presidio becoming a national park.

Among its authorities, the Trust had broad powers to lease and manage the site's historic buildings, borrow up to \$50 million from the U.S. Treasury, guarantee up to 75 percent of the principal of park development loans, and hire its own staff.

The trust was created as an experiment to use private sector as well as government expertise to

Scouting Jamboree Initiative



The National Scout Jamboree will be held again this year at Fort A. P. Hill, near Fredericksburg, Virginia, from July 28th through August 5th. This is a quadrennial event.

The National Park Service, Fish and Wildlife Service, Bureau of Reclamation, U.S. Geological Survey, and Bureau of Land Management will have teams of various sizes at the jamboree participating in the conservation program.

About 40,000 scouts will attend, along with adult scout leaders, and the public. An estimated 20,000 scouts are expected to participate in the conservation program, where federal and state agencies and private organizations will present a variety of events and exhibits for scouts.

NPS will also assist the Boy Scouts of America with visitor information services and offer instruction on obtaining the Nature Merit Badge.

Bureau contacts are: **Bob Bochar**, Bureau of Reclamation (202) 208-5673; **Bill Schoonmaker**, U.S. Geological Survey (703) 648-7848; **Gary Stolz**, U.S. Fish and Wildlife Service (202) 219-3861; **Leslie Schwager**, Bureau of Land Management (202) 452-7733; National Park Service Boy Scout Program Contact: **Jim Poole** (202) 565-1174.

develop revenue generating programs that could make the 1,480-acre park eventually pay for its operations and capital needs. Federal funding for the Presidio, about \$25 million in fiscal year 1997, would be reduced over a 15-year period.

The Omnibus Parks and Land Management Act of 1996 created the trust to cooperatively manage the Presidio with the National Park Service. The park is a unit of the Golden Gate National Recreation Area.

Managing Office Conflict

Mediation can be a more effective way to work out employee disputes, complaints, and grievances.

Cathy Jones

Alice Ironwill, a 52-year-old office assistant, was hopping mad as she turned the corner on her way to the Equal Employment Opportunity office. With three other clerical employees, Alice provides support for 13 scientists and technicians. Having been with the bureau for 15 years, she is the most senior member of the clerical staff.

Though usually reserved and calm, Alice was almost beside herself with anger as she marched into the counselor’s office. Her feelings of frustration and discrimination were directed at her supervisor, **Dr. Edward Ebbtide**, 37, who has been the chief of Alice’s branch for about nine months.

Alice was convinced that he treated her differently than other members of the clerical staff because of her age. (Two of her co-workers are in their late twenties, and one is 39). Her frustration mounted when she learned that Ebbtide had made a snap decision—the staff would provide phone coverage until 6 p.m. He merely announced this to a secretary, asking her to work it out.

As the last one to be informed, Alice had limited choices, none of which accommodated her car pool. In less than glowing terms, she told Ebbtide what she thought of him and his decision, stalked away, and headed for the EEO office. The counselor explained to Alice the administrative options—the legal procedures and remedies she might be able to use. But the counselor also offered another option, explaining a new mediation program being used at the U.S. Geological Survey. It’s called Exploring Alternative Resolution Techniques for Harmony-Works, or EARTHWorks.

Mediation uses a neutral third party to help explore ways to resolve employee differences, the counselor explained. The mediator is neither a judge nor an arbitrator and has no power to impose decisions. The parties are the decision-makers. They evaluate the issues and develop options and solutions to the conflict.

Alice and her supervisor agreed to try it. Initially, the mediator conducted a joint session with Alice and Edward in which he explained the process and ground rules. He then asked the parties to give their individual perspectives on the conflict. He wanted them to define the problem in terms that express their needs and interests, rather than their individual solutions.

Talking Past Each Other

Though somewhat reluctant, the parties gave their versions of the events, revealing the breadth of the communication gap between them. It ended with this exchange: “Alice, I have an open-door policy,” Edward said. “Why didn’t you discuss this with me earlier, rather than with everyone else in the office?”

“You’re always busy and E-mail has no door,” Alice shot back.

The mediator then met with the parties individually to better understand and help them



understand more about the depth, shape, and dimensions of the dispute. It became clear that the specific details of their needs and interests had to be considered in a broader context.

Alice felt that her supervisor and the staff rely heavily on her technical competence. She recently worked without help to complete a large project, but received no credit for the effort. Though Edward and the staff seek her technical advice, Alice is always excluded from any late-breaking news and office social plans. She felt the phone issue typified Edward’s out of touch management style. Rather than having regular staff meetings, he relied heavily on E-Mail.

Edward didn’t understand what all the fuss was about. Hurrah for E-Mail! It accommodates his busy schedule and is less time consuming than meetings. He readily acknowledged Alice’s expertise, but was put off by her negative attitude. He also felt that she was not a team player. Edward never thought about her age, only her attitude. Other members of the staff had also complained to him about Alice’s attitude. He was concerned about office morale and wanted this matter resolved so that everyone could focus on getting the job done.

The mediator reframed the parties’ statements to more clearly define the issues in dispute. In the next stage, he helped them to group their needs and interests in ways that could define their final agreement. Much ground was covered as Alice and Edward agreed to share concerns that they expressed in the individual sessions.

Working with the mediator, the parties fashioned an agreement: Alice would talk with Edward early on regarding her concerns. Edward would hold a series of staff meetings to learn the general administrative concerns of the office and ask for suggestions to improve efficiency. And through a scheduling compromise, Alice was able to keep her car pool. More importantly, the process opened lines of communication between the parties, enhancing their ability to more effectively address conflicts that might arise in the future.

Why Mediation Works

This hypothetical scenario represents just one of the many types of disputes that arise in the workplace. “Most of us spend more of our waking

moments at work than we do in any other setting,” writes **Jeffery Kottler**, author of *Beyond Blame*. “Given this prolonged exposure to people during the very stressful circumstances that accompany work, it is highly likely that our unresolved issues are going to play themselves out in this setting in particular.”

Anger in the workplace may be generated by many feelings, according to Kottler. “You are not being appreciated. You are being undermined. Someone is attempting to control you. Or you’re likely on the losing end of a win-lose circumstance.”

Mediation has been effective in resolving workplace conflicts because the process belongs to the parties, not an outside authority who imposes a solution. The disputing parties control the mediation and the outcome. It is informal, less adversarial, and completely confidential.

Mediation preserves options—parties can enter it without losing their right to formal administrative processes. Because mediation can be conducted early in a dispute, settlement can be achieved much earlier than in litigation or other formal processes. Mediation usually involves modest fees, less legal and preparatory cost, and less lost productivity.

Perhaps most importantly for employees, addressing differences early on—before the parties become polarized by their feelings and entrenched in their positions—often helps to preserve professional relationships. The mediator assists the parties in exploring creative, agreeable solutions by taking into account the interests and concerns of

Frequently Used

Mediation involves a neutral third party, trained to assist the parties in negotiating an agreement. The mediator has no independent authority and does not render an opinion, but rather, helps parties create solutions that address their interests and objectives.

It is the primary method used to address workplace disputes such as Equal Employment Opportunity-related complaints and personnel grievances.

Facilitation also helps parties achieve satisfactory resolution of disputes. Though often used interchangeably with mediation, a facilitator generally conducts meetings and coordinates discussions, but does not get involved in the substantive issues.

both parties. And even in the absence of an agreement, parties usually conclude the process with a clearer understanding of the underlying issues and the other person's interests.

Most types of workplace disputes may be mediated through the EARTHWorks program, particularly those falling under the purview of administrative procedures such as grievances and EEO complaints. Furthermore, personnel regulations are currently being revised to incorporate the use of Alternate Dispute Resolutions (ADR) in settling personnel grievance-related issues.

In recent years an ADR cottage industry has grown in both the public and private sectors as an effective, prompt, and less expensive alternative to litigation and formal administrative processes. But it isn't a new concept. Third-party assistance in the voluntary resolution of conflicts has a rich history in most cultures.

In the Beginning

In ancient times, mediation was a fundamental method for resolving civil and religious conflicts within Jewish communities throughout the world, according to **C. W. Moore**, author of *The Mediation Process*. Later, rabbinical courts actively mediated issues in contention. Such traditions of dispute resolution carried over into emerging Christian communities. Later, the Catholic church in Western Europe and the Orthodox Church in the Eastern Mediterranean were probably the most prevalent mediation and conflict management organizations until the 15th century.

In early Chinese communities, merchant elders mediated disputes as part of a social structure of clans and local associations. And in the Hindu villages of India, a mediation-like justice system known as panchayat is prevalent. Typically, a five-member panel addresses community concerns such as welfare issues and grievances in conjunction with mediating and arbitrating disputes.

The early American settlers relied heavily on various forms of community justice. The village church also served as a court to resolve numerous types of disputes including property concerns, fraud and breach of contract. The Quakers preferred the same method but would make court appearances with non-Quakers. But no attorney fees were required and arbitration was always available.

The Scandinavian communities of North Dakota and Minnesota maintained their preference for mediation well into the 19th century. And the arbitration practices founded upon ancient Jewish religious and communal values are still being applied in the form of various conciliation and arbitration boards.

"Historically in the United States arbitration and mediation were preferred to litigation," writes **J. Auerbach** in his *Justice Without Law: Resolving*

ADR Techniques

Arbitration is more closely related to formal adjudication. Here, a neutral third party decides the outcome after reviewing evidence and hearing arguments from both sides. Arbitration may be binding on the parties, by agreement or under the law. In non-binding arbitration, the neutral's decision is merely advisory.

Negotiated Rulemaking is a formal process used when an agency issues or revises a potentially controversial rule. If negotiation is recommended (usually by a convener), neutral-led discussions including representatives of interested parties can establish an acceptable resolution.

Minitrial is a structural process in which opposing sides present short summaries of their cases before senior officials of both sides who are authorized to settle the issues.

Disputes Without Lawyers. "Considering these antecedents, it is the litigious nature of American society and not the existence of alternatives that might seem curious."

As early as 1925 Congress acknowledged the need for alternatives to litigation when it enacted the Federal Arbitration Act to resolve some types of claims. The Administrative Procedure Act of 1946 offered a less formal hearing in place of litigation in federal courts.

Congress specifically authorized several agencies to apply ADR processes—the National Mediation Board (railroad and airline disputes); the Federal Mediation and Conciliation Service (private labor and age discrimination); and the Justice Department's Community Relations Service (civil rights and social justice issues). In 1988, a series of federal laws endorsed agency use of ADR in other areas, and in 1990 the Administrative Dispute Resolution Act established a statutory framework for use of ADR. The Act also authorizes agencies to use any ADR method to resolve issues in controversy relating to an administrative program.

In recent years there has been increasing recognition in both the federal and private sectors that litigation and formal hearing processes are too costly and time consuming. The result has been a progressive move to broaden the use of ADR. The Equal Employment Opportunity Commission has issued regulations promoting the use of ADR by federal agencies in their internal EEO disputes. And the National Performance Review has adopted recommendations encouraging ADR for federal government employee disputes and to promote labor-management partnerships.

Alternate Dispute Resolution at USGS

At USGS's National Center, ADR is aimed at helping employees better carry out the agency's critical mission. USGS employees research and disseminate scientific information that directly or indirectly benefits every citizen, every day, in every state. This mission is an undertaking of awesome proportions and USGS employees must be aware of the important role they play in carrying it out successfully.

Communication is an ongoing necessity in life, out of which conflicts inevitably arise from time to time in the workplace. Addressing disputes early on acknowledges the individual needs of USGS employees, thereby enhancing morale and productivity in pursuit of their important mission.

"The USGS fully supports a program that aims to resolve workplace disputes in their earliest stages and at the lowest possible level," said **Barbara Ryan**, the associate director of Operations at USGS. **Director Gordon Eaton** supports the program because a smoothly functioning workforce is better able to carry out the vital missions of the USGS.



Cathy Jones developed the EARTHWorks pilot program for the USGS, conducts orientation sessions, assists employees in obtaining mediation services, and publishes EARTHLORE, a quarterly newsletter of ADR information and developments.

The one-year, pilot program at USGS's Headquarters in Reston, Virginia, provides training in ADR concepts and methods and is putting dispute resolution into operation through the use of trained mediators. ADR orientation and training is being made available to all USGS employees.

Training sessions were conducted for senior-level managers in October-November 1996. Mid-level managers and supervisors have recently completed an 8-hour course which included an overview of ADR and communication skills training. Ongoing orientation for all other USGS employees will be held in late spring 1997. This orientation will include brown-bag sessions that feature guest speakers, brief mediation demonstrations, and explanations of various conflict resolution methods.

In February 1997, USGS's EARTHWorks office began accepting requests to help resolve individual disputes. Using only trained mediators, the program provides USGS managers, supervisors, and employees with real options when attempting to resolve EEO complaints and other employee disputes. Many complaints evolve from problems in communication that were not addressed early on. Therefore, the goal of the program is to resolve these disputes before they become complaints or grievances.

In addition, the program is designed to provide a nonadversarial forum to address other issues for which there is no formal process, in particular employee-to-employee disputes. The program's future objectives include providing training and referral services for mediation in the USGS regional offices.

ADR trainer **Charles Pou**, the former director of the Dispute Resolution Program at the Administrative Conference of the United States, is impressed by the USGS effort. "EARTHWorks had a strong endorsement at the highest echelons, followed through with training and orientation geared to the real concerns of managers and other employees, and hit the ground running with a well conceived pilot program to meet the needs of employees for prompt

handling of workplace conflicts."

Pou also sees significant value in the program's flexibility. "It became clear during the



orientation sessions that many scientists and managers at USGS have quickly recognized mediation's potential usefulness in agency decisionmaking far beyond the realm of EEO and personnel complaints," he said. ADR techniques were used in California, for example, to break an impasse in a water resources management dispute that involved federal and state officials, farmers, ranchers, and other stakeholders.

Pou believes that EARTHWorks has the potential to play a broader role not only in USGS but also throughout Interior. "The program can create and support networks of people who are interested in exploring new ideas to build consensus into the way the agency reaches decisions, encouraging innovative ADR uses, and drawing on the best available practices," Pou said.

For more information about the EARTHWorks program, contact **Cathy Jones**, at left, the EarthWorks program manager at (703) 648-7450. The office is temporarily located in the Office of Personnel, Room 1A318, Mail Stop 601, USGS National Center, Reston, Virginia.